#ProjectM

Wellbeing for Line Managers
July 2025

Safe | Personal | Effective

East Lancashire Hospitals
NHS Trust
A University Teaching Trust

Work Related Stress & Stress Risk Assessments

Phil Denney
Head of Occupational Health & Wellbeing

Safe | Personal | Effective

East Lancashire Hospitals
NHS Trust
A University Teaching Trust

Setting the Scene…

NHS
East Lancashire Hospitals
NHS Trust
A University Teaching Trust

- *Stress is defined by the Health and Safety Executive (HSE) as 'the adverse reaction people have to excessive pressures or other types of demand placed on them'*

- *Some people benefit from a certain amount of pressure as it can keep them motivated. However, when there is too much pressure, it can lead to stress*

    - Stress affects people differently – what stresses one person may not affect another. Factors like skills and experience, age or disability may all affect whether a worker can cope.
    - ***Stress is not an illness, but it can affect a person's physical and mental health***

*<u>Employers have a **legal duty** to protect workers from stress at work by doing a risk assessment and acting on it.</u>*

You should assess the risk of stress, and its impact on mental and physical ill-health, in the same way as you assess other work-related health and safety risks.

East Lancashire Hospitals
NHS Trust
A University Teaching Trust

Super6

Workers feel stress when they can't cope with pressures and other issues. Employers should match demands to workers' skills and knowledge. For example, workers can get stressed if they feel they don't have the skills or time to meet tight deadlines. Providing planning, training and support can reduce pressure and bring stress levels down. There are **six** main areas of work design which can affect stress levels.

1. **Demands**
2. **Control**
3. **Support**
4. **Relationships**
5. **Role**
6. **Change**

Employers should assess the risks in these areas to manage stress in the workplace. How?...

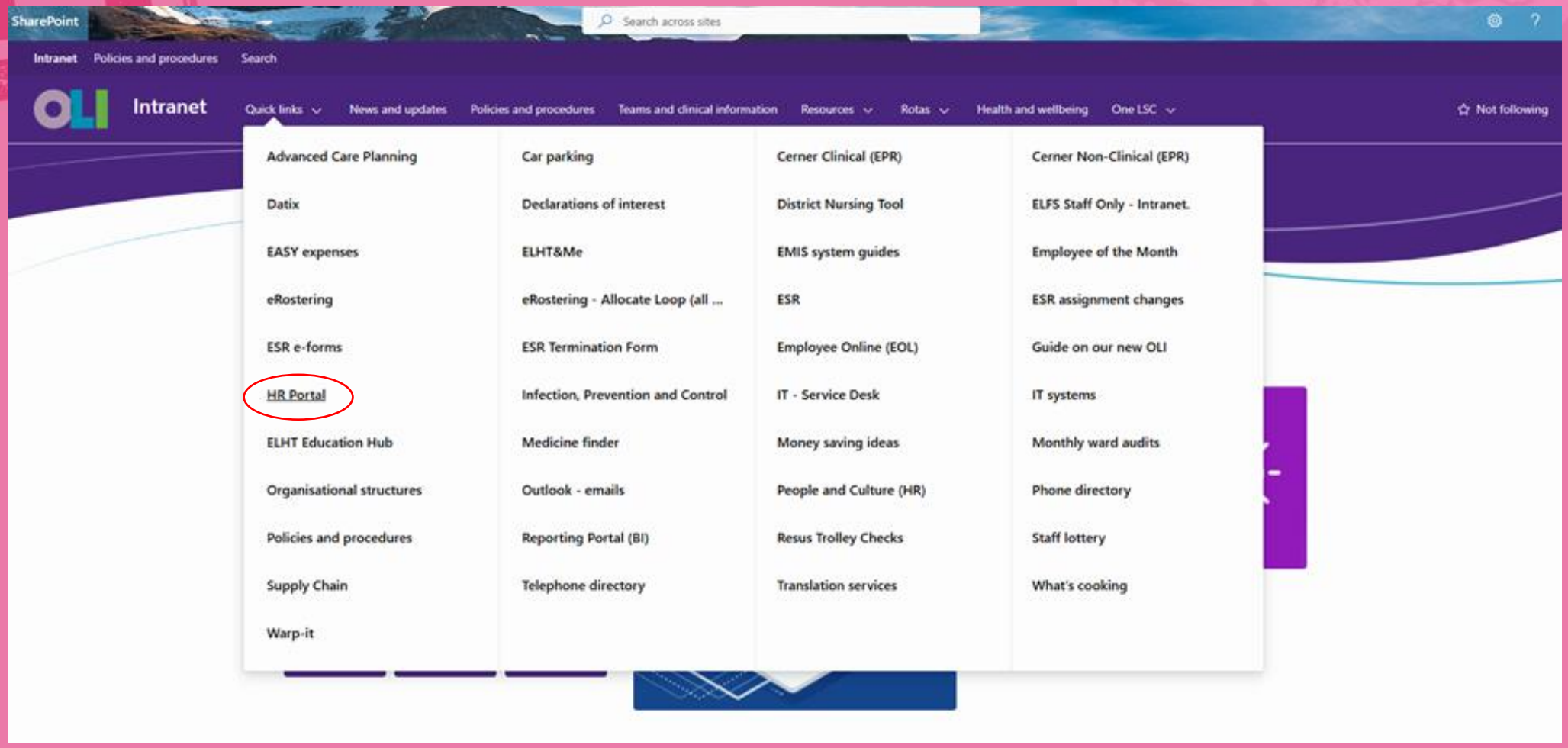
NHS
East Lancashire Hospitals
NHS Trust
A University Teaching Trust

Stress Risk Assessment Document

Where is it?

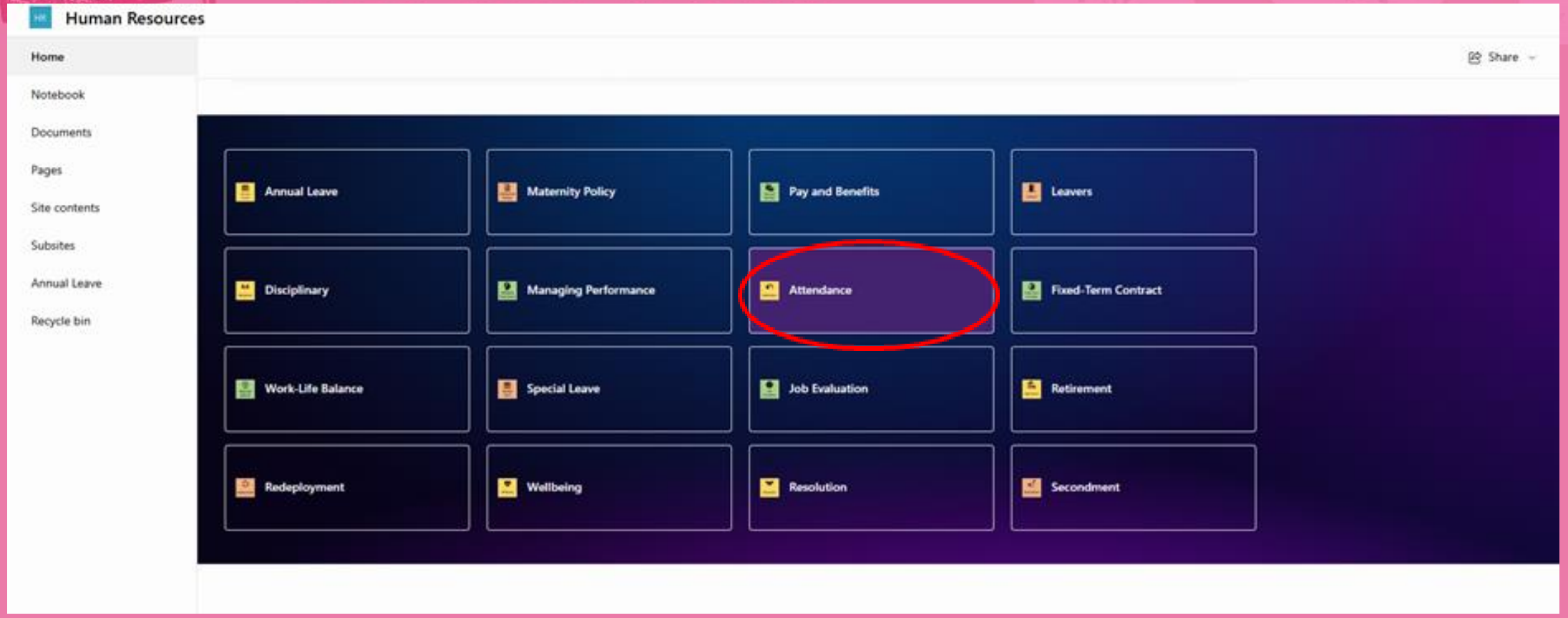
1. *OLI – Quick Links*
2. *HR Portal*
3. *Attendance Tile*
4. *All Letters & Templates*
5. *Stress Risk Assessment for Individuals – BINGO!*

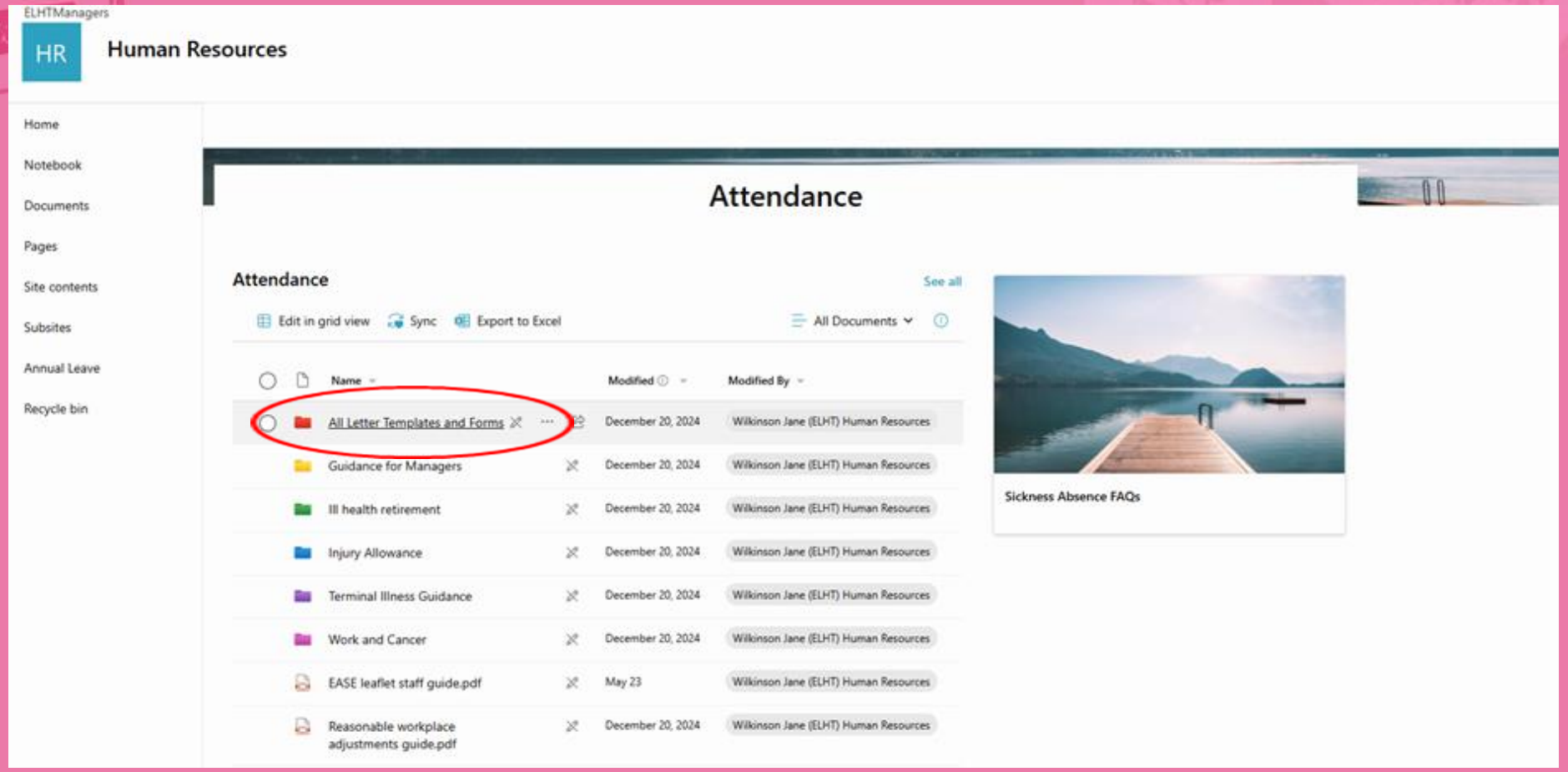
SRA for Individuals - Document

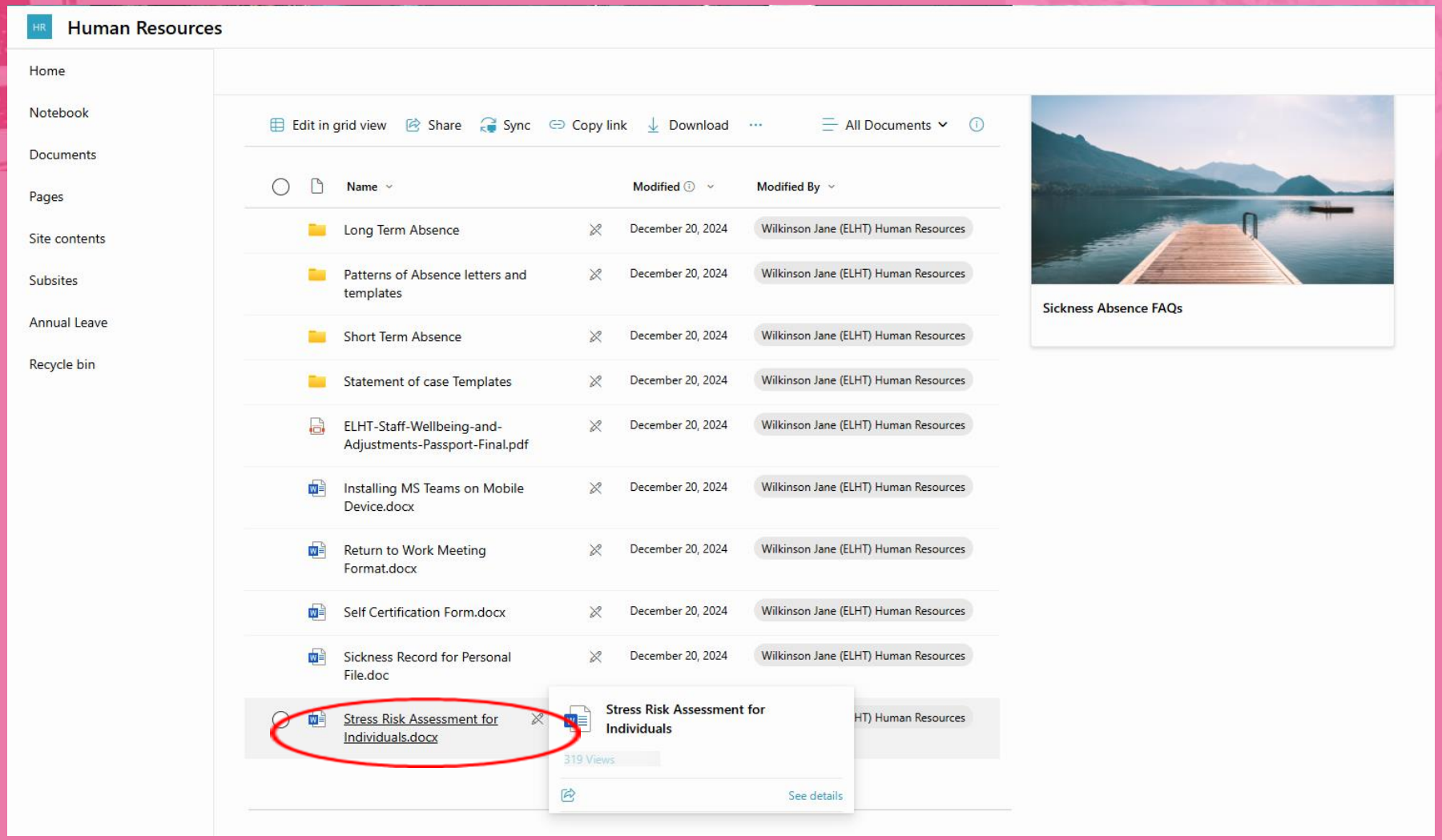


Safe | Personal | Effective

East Lancashire Hospitals
NHS Trust
A University Teaching Trust


Human Resources
Home
Notebook
Documents
Pages
Site contents
Subsites
Annual Leave
Recycle bin
Share
Annual Leave
Maternity Policy
Pay and Benefits
Leavers
Disciplinary
Managing Performance
Attendance
Fixed-Term Contract
Work-Life Balance
Special Leave
Job Evaluation
Retirement
Redeployment
Wellbeing
Resolution
Secondment

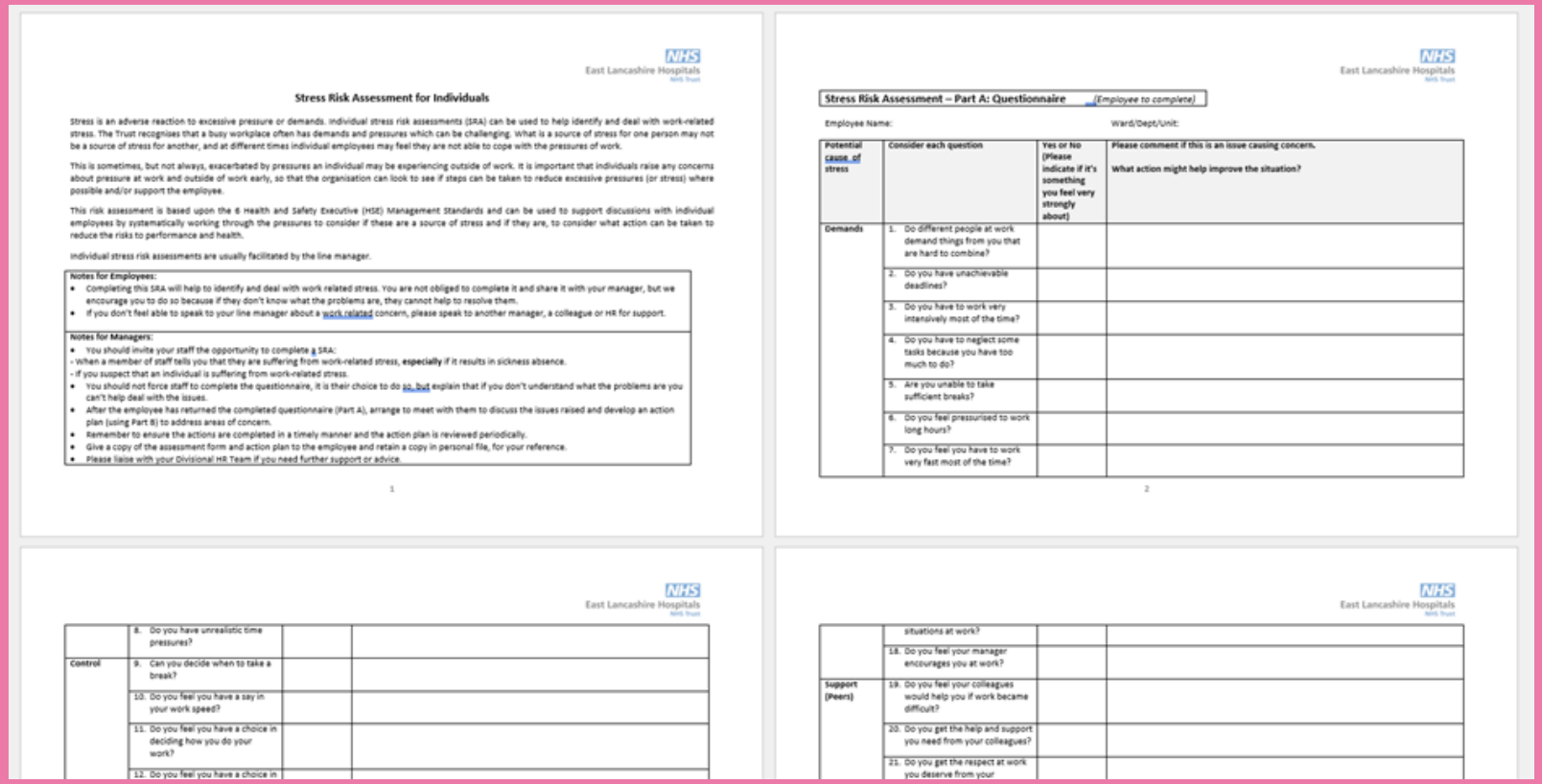

ELHTManagers
HR
Human Resources
Home
Notebook
Documents
Pages
Site contents
Subsites
Annual Leave
Recycle bin
Attendance
Attendance
See all
Edit in grid view
Sync
Export to Excel
All Documents
Name
Modified
Modified By
All Letter Templates and Forms
December 20, 2024
Wilkinson Jane (ELHT) Human Resources
Guidance for Managers
December 20, 2024
Wilkinson Jane (ELHT) Human Resources
Ill health retirement
December 20, 2024
Wilkinson Jane (ELHT) Human Resources
Injury Allowance
December 20, 2024
Wilkinson Jane (ELHT) Human Resources
Terminal Illness Guidance
December 20, 2024
Wilkinson Jane (ELHT) Human Resources
Work and Cancer
December 20, 2024
Wilkinson Jane (ELHT) Human Resources
EASE leaflet staff guide.pdf
May 23
Wilkinson Jane (ELHT) Human Resources
Reasonable workplace adjustments guide.pdf
December 20, 2024
Wilkinson Jane (ELHT) Human Resources
Sickness Absence FAQs



Safe | Personal | Effective

East Lancashire Hospitals
NHS Trust
A University Teaching Trust

BINGO!



East Lancashire Hospitals NHS Trust

Stress Risk Assessment for Individuals

Stress is an adverse reaction to excessive pressure or demands. Individual stress risk assessments (SRA) can be used to help identify and deal with work-related stress. The Trust recognises that a busy workplace often has demands and pressures which can be challenging. What is a source of stress for one person may not be a source of stress for another, and at different times individual employees may feel they are not able to cope with the pressures of work.

This is sometimes, but not always, exacerbated by pressures an individual may be experiencing outside of work. It is important that individuals raise any concerns about pressure at work and outside of work early, so that the organisation can look to see if steps can be taken to reduce excessive pressures (or stress) where possible and/or support the employee.

This risk assessment is based upon the 6 Health and Safety Executive (HSE) Management Standards and can be used to support discussions with individual employees by systematically working through the pressures to consider if these are a source of stress and if they are, to consider what action can be taken to reduce the risks to performance and health.

Individual stress risk assessments are usually facilitated by the line manager.

Notes for Employees:

- Completing this SRA will help to identify and deal with work related stress. You are not obliged to complete it and share it with your manager, but we encourage you to do so because if they don't know what the problems are, they cannot help to resolve them.
- If you don't feel able to speak to your line manager about a work related concern, please speak to another manager, a colleague or HR for support.

Notes for Managers:

- You should invite your staff the opportunity to complete a SRA:
  - When a member of staff tells you that they are suffering from work-related stress, **especially** if it results in sickness absence.
  - If you suspect that an individual is suffering from work-related stress.
- You should not force staff to complete the questionnaire, it is their choice to do so, but explain that if you don't understand what the problems are you can't help deal with the issues.
- After the employee has returned the completed questionnaire (Part A), arrange to meet with them to discuss the issues raised and develop an action plan (using Part B) to address areas of concern.
- Remember to ensure the actions are completed in a timely manner and the action plan is reviewed periodically.
- Give a copy of the assessment form and action plan to the employee and retain a copy in personal file, for your reference.
- Please liaise with your Divisional HR Team if you need further support or advice.

1

East Lancashire Hospitals NHS Trust

Stress Risk Assessment – Part A: Questionnaire *(Employee to complete)*

Employee Name: Ward/Dept/Unit:

Potential cause of stress	Consider each question	Yes or No (Please indicate if it's something you feel very strongly about)	Please comment if this is an issue causing concern. What action might help improve the situation?
Demands	1. Do different people at work demand things from you that are hard to combine?		
	2. Do you have unachievable deadlines?		
	3. Do you have to work very intensively most of the time?		
	4. Do you have to neglect some tasks because you have too much to do?		
	5. Are you unable to take sufficient breaks?		
	6. Do you feel pressurised to work long hours?		
	7. Do you feel you have to work very fast most of the time?		

2

East Lancashire Hospitals NHS Trust

	8. Do you have unrealistic time pressures?		
Control	9. Can you decide when to take a break?		
	10. Do you feel you have a say in your work speed?		
	11. Do you feel you have a choice in deciding how you do your work?		
	12. Do you feel you have a choice in		

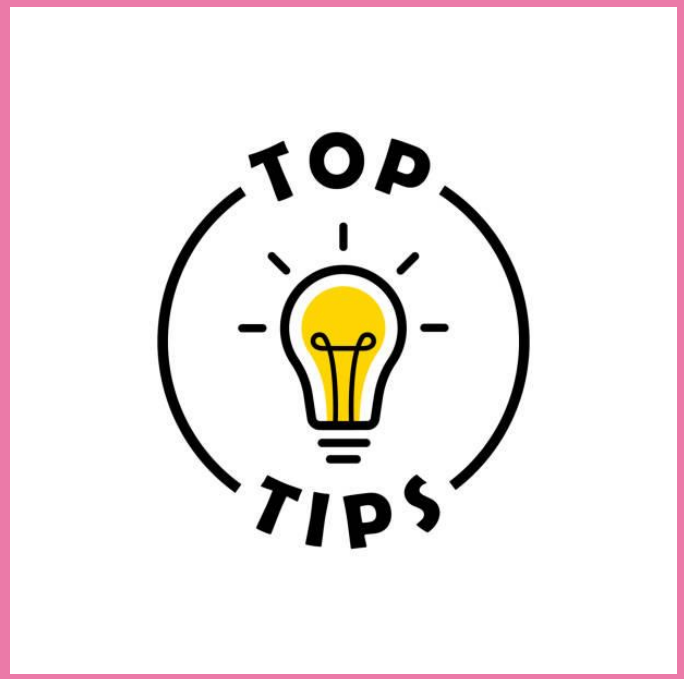
East Lancashire Hospitals NHS Trust

	situations at work?		
	18. Do you feel your manager encourages you at work?		
Support (Peers)	19. Do you feel your colleagues would help you if work became difficult?		
	20. Do you get the help and support you need from your colleagues?		
	21. Do you get the respect at work you deserve from your		

[SRA for Individuals - Document]

Safe | Personal | Effective

East Lancashire Hospitals NHS Trust
A University Teaching Trust



1. **Diarise & Schedule –** *time for them <u>and</u> time for you!*
2. **Familiarise -** Review the SRA Document to help you recognise the signs
3. **Vice Versa** – Home and Work
4. **Early Intervention** - don't wait for it to be recommended
5. **OH don't own the SRA** – Please liaise with your Divisional HR Team if you need further support or advice.

Resources

1. Work-related stress and how to manage it – HSE
2. https://www.acas.org.uk/managing-work-related-stress
3. ELHT Stress Risk Assessment for Individuals – Document

Finally…

An additional 30 minutes via the chat for anyone to ask any final questions….